Y-CSC
DN2

MARKETING CHARACTERISTICS OF TYMSHARE'S EXPRESS PRODUCT

INPUT
LIBRARY

Y-CSC
DN2

Churilla, Ken
AUTHOR

Marketing Characteristics of
Tymshare Express Product. 8/81
TITLE

000007

MARKETING CHARACTERISTICS OF TYMSHARE'S EXPRESS PRODUCT

Prepared For:
COMPUTER SCIENCES CORPORATION

INPUT LIBRARY

AUGUST 17, 1981

MARKETING CHARACTERISTICS OF TYMSHARE'S EXPRESS PRODUCT

CONTENTS

	Page
INTRODUCTION	1
MAJOR FINDINGS	5
EXPRESS INSTALLATIONS	7
TYMSHARE'S MARKETING ORGANIZATION AS RELATED TO EXPRESS	11
MANAGEMENT DECISION SYSTEMS, INC.'S RELATIONSHIP TO TYMSHARE	17
EXPRESS'S RELATIONSHIP TO OTHER TYMSHARE PRODUCTS	21
EXPRESS PROSPECTS AND CUSTOMERS	23
EXPRESS APPLICATIONS	25
USERS' REASONS FOR BUYING EXPRESS	27
TYMSHARE SUPPORT FROM THE USERS' PERSPECTIVE	35
USERS' PERCEPTIONS OF EXPRESS PROBLEMS	37
DATA BASE USAGE OF EXPRESS USERS	39
OTHER CHARACTERISTICS OF RESPONDENT EXPRESS USERS	41
VENDORS' PERCEPTIONS OF TYMSHARE'S SUCCESS IN SELLING EXPRESS	43
MARKETING SUPPORT ACTIVITIES FOR EXPRESS	47

INPUT

Digitized by the Internet Archive
in 2015

https://archive.org/details/marketingcharact02unse

MARKETING CHARACTERISTICS OF TYMSHARE'S EXPRESS PRODUCT

EXHIBITS

		Page
1	Profile Of User Interviewees	2
2	Profile of Vendor Interviewees	4
3	Tymshare Organization For Selling Express	12
4	Tymshare Organization For Selling Express	13
5	Management Decision Systems, Inc. Organization	19
6	Express Users	24
7	Criteria Which Had The Most Important Influence On The Users' Selection Of Express	28
8	Importance Of Product Features Of Express To Users	30
9	Importance Of Service To The User Provided By Tymshare And/Or MDS	32
10	Vendors' Perceptions Of Reasons Customers Bought Express	45

INTRODUCTION

- The key objective of this survey is to identify the elements that have contributed the most to Tymshare's success in marketing Express. The research focuses on two major elements:

  - The organizational and staffing aspects of Tymshare's marketing, sales, and support effort.

  - The characteristics and capabilities of the product.

- Express, an information analysis tool offered by Tymshare, is described in the accompanying promotional material.

- The survey was managed and performed by a project manager with unique qualifications. He was a senior staff marketing manager with Tymshare from 1975 to 1980. In that position, he was a member of the highest level marketing team with overall responsibility for the marketing of Express. That experience was a key factor in the analysis of the survey and the summary of the results.

- The survey gathered information from several sources.

- Seven Express users were interviewed by telephone.

  - A profile of the interviewees is presented in Exhibit 1.

  - Most of the users were Fortune 500/50 type firms which are believed to be typical of Express users.

- Seven ex-Tymshare employees were interviewed by telephone.

EXHIBIT 1

PROFILE OF USER INTERVIEWEES

TITLE	DEPARTMENT	TYPE OF COMPANY	SIZE OF COMPANY
EDP Supervisor	Marketing	Semiconductor Manufacturer	>$100 million
Manager	Decision Support Systems Dept.	Bank	> $5 billion in assets
Manager	Market Planning Services	Major Retailer	$15 billion
Manager	Market Research and Forecasting	Tobacco Firm - Manufacturer	$300 million
Manager	Strategic Planning/ Information Systems	Energy - Exploration and Products	$2 billion
Consultant	Financial Planning	DP Consulting	One Person
Assistant Group Controller	Financial Planning	Oil Field Service	$0.5 billion

INPU
YDN2R

- All the ex-Tymshare people were involved in the marketing or support of Express for at least four years.

- Their positions and experiences at Tymshare were diverse.

- They represent four different levels of management.

- All of these had direct experience selling Express to prospects and customers.

- These people will be referred to as vendors.

- A profile of the vendors is shown in Exhibit 2.

EXHIBIT 2

PROFILE OF VENDOR INTERVIEWEES

TYMSHARE POSITION	LEFT TYMSHARE	CURRENT POSITION	TYPE OF COMPANY	SIZE OF COMPANY
Branch Technical Manager in Major City	7/81	Senior System Analysis	Management Consulting	>1,000 Employees
Branch Sales Manager in Major City	5/81	Assistant V.P. and Manager of Product and Business Development for Processing Services	Bank	> $10 Billion in Assets
Industry Marketing Manager Corporate Staff	5/80	Vice President of Marketing	Systems Software Products Vendor	> $1 Million in Sales
Marketing Specialist for Decision Support Systems	6/80	Consultant	Independent	One Man
Area Manager	8/80	Regional Sales Manager	Computer Services Company	> $100 Million in Sales
Branch Sales Manager in Major City	6/80	Director of Marketing	Computer Services Company	$10 Million in Sales
Manager of Product and Industry Marketing	5/81	Regional Sales Manager	Computer Services Company	$30 Million in Sales

INPU
YDN2

MAJOR FINDINGS

- The success of the Express product is due to the combination of a clearly superior product with a powerful and effective marketing effort.

- The users and vendors unanimously stated that Express was superior to any product in the marketplace.

  - The product was commonly referred to as unique.

  - Few of the respondents believed that there were products in the marketplace that could even be considered competitive.

- Tymshare applied an enormous marketing effort to Express.

  - For a long period of time (several years) more than 25% of their marketing staff efforts were devoted to Express.

  - For an equal period of time Express was the premier product which all Tymshare sales representatives dedicated themselves to selling.

- Most users rated Tymshare's sales and support efforts very highly.

EXPRESS INSTALLATIONS

- INPUT estimates that there are between 200 and 275 Express installations.
  - One hundred fifty to 200 of these are Tymshare's customers.
  - Fifty to 75 of them are Management Decision Systems' customers.
- Tymshare's revenues from Express are estimated to be between $15 and $20 million in 1980.
  - Vendors estimated revenue to be from a low of $7 million to as much as $20 million.
  - At least 30% and perhaps as much as 40% of all Tymshare 370 revenues come from the sale of Express.
  - Forty percent to 50% of Tymshare's 370 revenues come from the sale of FOCUS. FOCUS is frequently sold and installed in conjunction with Express.
- Approximately 60% of Express installations are using the product for financial planning and projections.
- The remaining 40% of the Express installations are using the product for market research, planning, and forecasting.
- User expenditures on Express are relatively high.
  - Virtually no users spend less than $1,000 per month using Express.

- A typical user spends $8,000 per month on Express.

- The respondents to this survey spend an average of $12,600 per month on Express.

- The smallest respondent spent an average of $2,500 per month. The largest spent $23,000 per month.

- Express is available to users in many forms.

  - Tymshare sells Express as a remote computing service, but has at least one installation that is a user site hardware service based on an IBM 4341 computer.

- Tymshare will also sell a dedicated partition of an IBM 370/158 to users.

  - The user acquires 10% of the resource of the machine.

  - The cost is approximately $26,000 per month under a long-term agreement.

- Management Decision Systems offers a broader array of options to the user.

  - It sells the software for in-house installation on an IBM or a Prime computer for approximately $350,000.

  - It sells Express as a processing service through two distribution channels.

    . Tymshare.

    . Its own Prime computer.

  - It sells a turnkey system version of the product on a Prime computer.

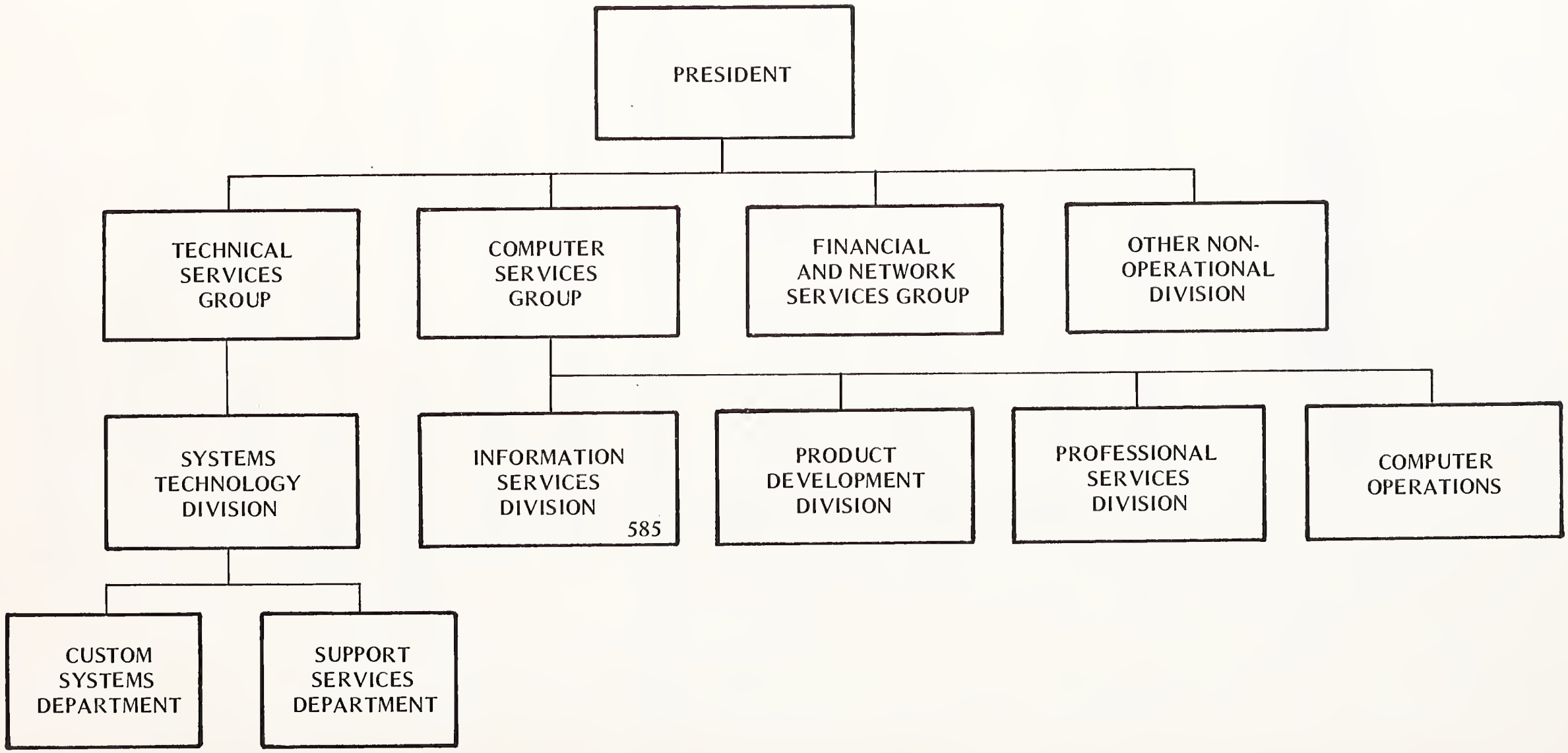
- Prime also markets Express as a turnkey system.

TYMSHARE'S MARKETING ORGANIZATION AS RELATED TO EXPRESS

- A summary organization chart of Tymshare is shown in Exhibits 3 and 4.
  - Groups and divisions not involved in the sale of Express are not on the chart.
  - The chart is conceptual in that it represents Tymshare through most of the six years that it has been selling Express.
  - Tymshare has a major reorganization about every 18 months. Its current organization is somewhat different from that displayed in the chart.
- Express is sold by the Information Services Division (ISD).
  - This division is the largest marketing organization within Tymshare.
  - ISD has approximately 585 employees.
- Express is sold primarily through the three marketing regions in ISD.
  - The commercial region has about 225 employees.
    - It consists of 10 areas and 42 branches.
    - It has about 135 sales representatives (SRs) and application consultants (ACs).
  - The government region has about 90 employees.

EXHIBIT 3

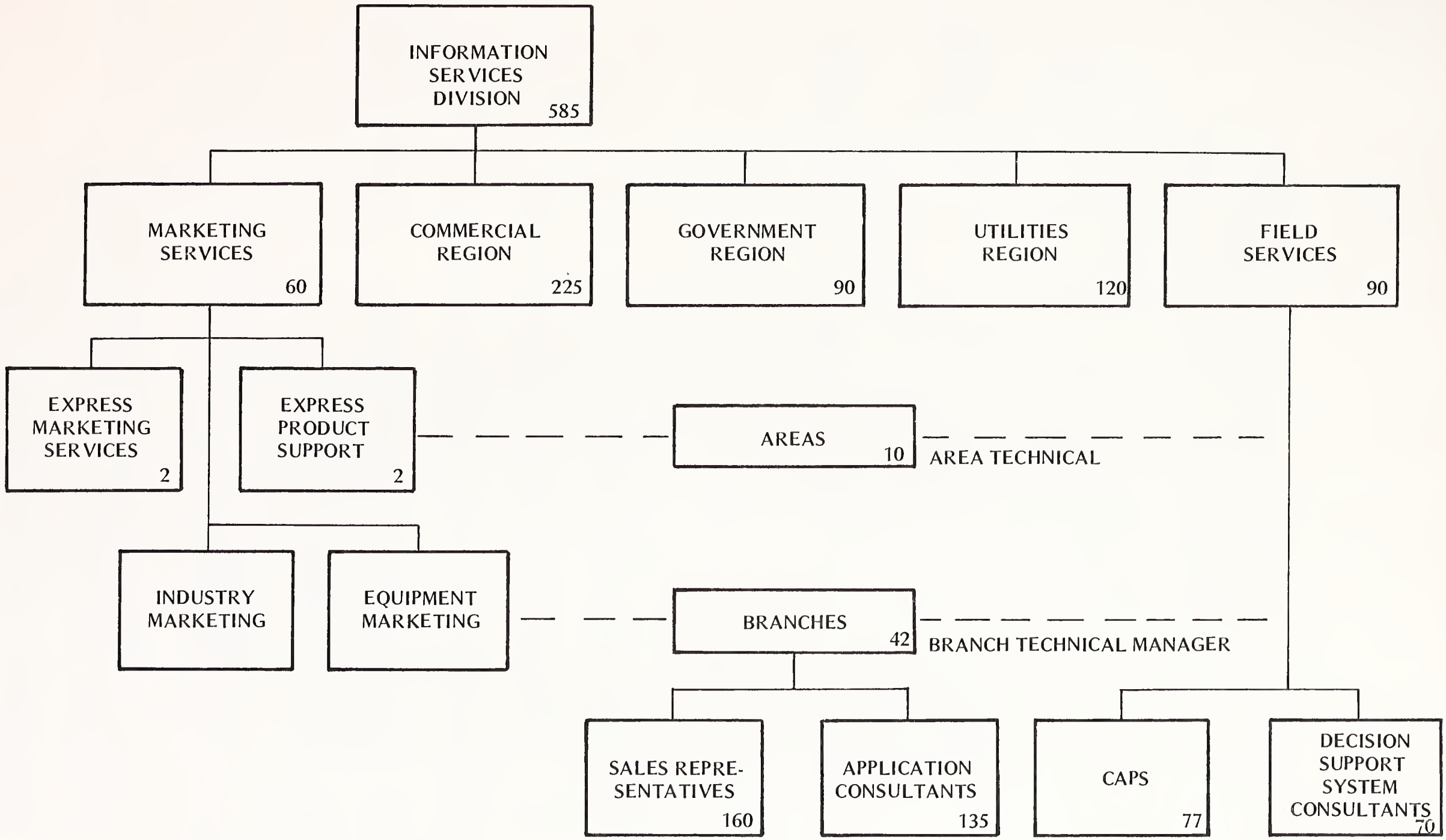
TYMSHARE ORGANIZATION FOR SELLING EXPRESS



INP
YDN2

EXHIBIT 4

TYMSHARE ORGANIZATION FOR SELLING EXPRESS



NOTE: NUMBERS INDICATE NUMBER OF PEOPLE EXCEPT FOR AREAS OR BRANCHES WHERE THEY INDICATE NUMBER OF AREAS AND BRANCHES.

        - . It consists of two areas and five branches.

    - The utilities and energy region has about 120 employees.

        - . It consists of three areas and 10 branches.

        - . It has about 90 SRs and ACs.

- Tymshare does not have sales representatives or applications consultants which are formally dedicated to selling Express.

- Tymshare places heavy emphasis on selling three premier products:

    - Express.

    - FOCUS.

    - Magnum.

- Express and FOCUS are both on the IBM 370 service.

- Magnum is on the DEC 10 service.

- Approximately 20% of Tymshare's sales time is spent selling Express.

- Quotas are assigned to SRs for Express.

    - When Express was originally introduced in 1975 it was the only major product offered on the 370 service.

    - Quotas were assigned to branches for the sale of the 370 service.

- Therefore strong emphasis was placed by the branch managers on the sale of Express but the sales representatives did not have formal quotas.

- Tymshare has a special organization dedicated to the sale of Decision Support Systems (DSS) located in the field services region.

  - The charter of this group of 10 professionals is to sell consulting services.

  - Their purpose is to help clients develop Decision Support Systems.

  - They charge about $250 per day for this service.

  - The DSS solution almost inevitably results in the installation of an Express system.

- The DSS consultants are virtually dedicated Express sales representatives.

- The DSS group primarily targets financial planning departments.

- A new group has recently been established similar in form and structure to the DSS group.

  - It will target marketing departments for the sale of DSSs.

  - It consists of two or three consultants.

- Tymshare has a professional services group called CAPS which provides custom programming.

  - This group consists of five branches and has about 77 employees.

  - CAPS is often called upon to design and install DSS built in Express.

- The Marketing Services Division has at least four people dedicated to providing product support for Express to the field organization.

- The Product Development Division devotes some time to developing application templates for Express.

- The Systems Technology Division (STD) provides systems support for Express.

- STD is responsible for the development of a product which will ultimately replace both Express and FOCUS.

  - The project has been underway for at least a year.

  - This effort is extremely secret in that it affects Tymshare's relationships with several major royalty vendors.

  - The project is budgeted at about 100 man-years.

MANAGEMENT DECISION SYSTEMS, INC.'S RELATIONSHIP TO TYMSHARE

- Tymshare licenses Express from Management Decision Systems, Inc. (MDS).
- Tymshare's license is exclusive except for MDS.
  - MDS cannot license another service company to sell Express.
  - MDS can and does sell Express as a processing service.
- Theoretically, MDS is not supposed to compete directly with Tymshare.
  - In practice, MDS competes vigorously with Tymshare under certain circumstances.
  - MDS has taken a number of major customers from Tymshare.
- MDS has set an extremely high price on its Express software for several reasons.
  - Tymshare's royalty payments to MDS, estimated at $2 million in 1980, are very profitable to MDS.
  - The high price discourages users from going in-house which is very demoralizing to Tymshare's sales force.
- MDS does provide excellent technical support to Tymshare personnel.
  - Technical support is provided primarily to field technicians.

- Tymshare does not encourage contact between its customers and MDS for competitive reasons.

- The relationship between Tymshare and MDS, best described as a "love-hate" relationship, is deteriorating.

- MDS's organization chart is shown in Exhibit 5.

  - MDS has about 150 employees.

  - 1980 revenues were about $10 million.

- Tymshare has lost major accounts to MDS. They include the following:

  - National Bank of North America.

  - Sunmark.

  - Standard Brands.

  - Citibank.

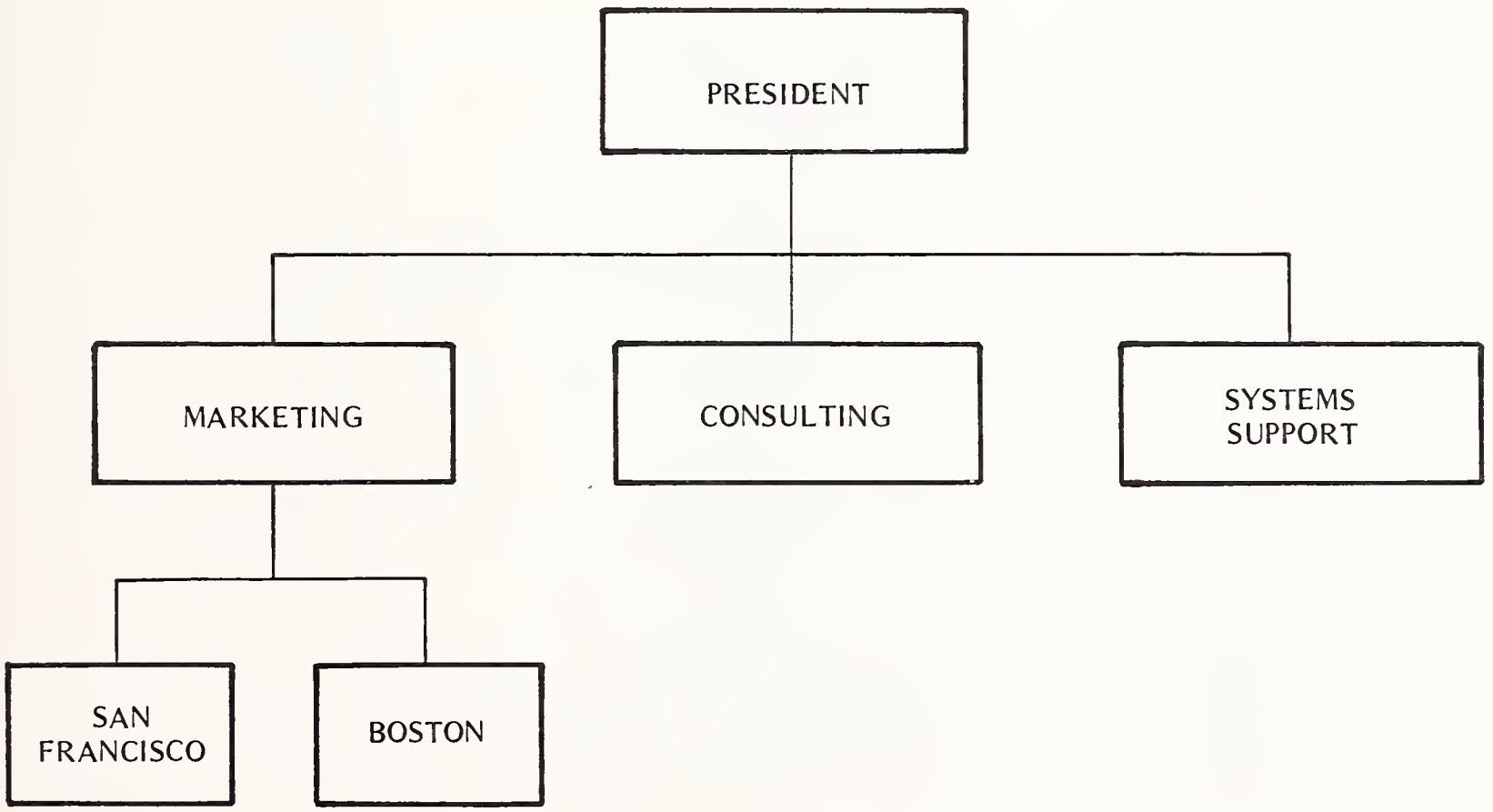
  - Northwest Industries.

  - Beatrice Foods.

  - J.C. Penney.

EXHIBIT 5

MANAGEMENT DECISION SYSTEMS, INC.
ORGANIZATION



EXPRESS'S RELATIONSHIP TO OTHER TYMSHARE PRODUCTS

- Six of the seven users interviewed used FOCUS in conjunction with Express.

- Express is a very expensive product which causes users to seek other means of managing the data used in Express.

- FOCUS is a very cost effective and powerful data base management system. It is used by about 80% of Tymshare's Express users to manage their data.

- FOCUS has an excellent external file reading capability which enables it to extract directly from user's in-house tapes the data used in Express.

- There are direct links between FOCUS and Express.

- MDS has developed its own external file reader but it is not competitive with FOCUS.

- Two of the users use FORTRAN, one uses census data (C.A.C.I.), one uses SPSS, and another uses PL/I. Only one of the seven users used no other products than Express.

- Tymshare provides access to several data bases in Express.

  - Census data (C.A.C.I.).

  - Marketing data: SOLO or SAMI.

  - Economic data: CITIBASE.

- Valueline: through FOCUS.

- None of the data bases are very important to Express sales.

- Most users depend on internal data for their Express models.

EXPRESS PROSPECTS AND CUSTOMERS

- Tymshare targets Fortune 500/50 companies in its sale of Express.
- A few departments within these companies are targets.
  - Controller and/or treasurer.
  - Marketing.
  - Strategic planning.
- Financial applications are targeted first because it is easier to justify the cost of the system based on the sensitivity analysis of profits in a corporate planning model.
- Market planning and forecasting is the second major market.
- A list of Express users is shown in Exhibit 6.
  - More than half bought Express from Tymshare and the rest are MDS customers.
  - The users interviewed are included in this list.

EXHIBIT 6

EXPRESS USERS

Arcata Corporation	Northwest Insurance
Avon Products	Nestle
Beatrice Foods	Oscar Mayer
Chemical Bank	Pacific Gas and Electric
Citibank	Polaroid Corporation
Coors Corporation	Puget Power
Crocker Bank	Ranier National Bank
Exxon Corporation	Sealand Corporation
General Foods	G. D. Searle
Hartford National Bank	Siliconix
Idaho Power	Standard Brand
J. C. Penney	Sunmark - Sun Oil
L'Oreal	Unilever
Medtronics	U. S. Tobacco Company
Montana Power	Wells Fargo Bank
NL Corporation	Western Electric Corporation
National Bank of North America	Western Union Corporation
Nationwide Insurance	Westinghouse
Natomas	Xerox Corporation

IN

EXPRESS APPLICATIONS

- Five of the seven users use Express for financial modeling. Two of the users use it for market forecasting.

- Key characteristics of the applications include the following:

  - Aggregation or consolidation of a large number of variables.

  - Multidimensional - division, group, product, month, etc.

  - Forecasting.

  - Sensitivity analysis.

  - Variance analysis.

USERS' REASONS FOR BUYING EXPRESS

- Unanimously, the most important reason users bought Express was for its superior product capabilities and features, as shown in Exhibit 7.

- Five of the users considered competitive products but in their final analysis concluded that Express was unique and beyond comparison. Competitive offerings were considered from:

  - CSC, Flares: three respondents.

  - NCSS, NOMAD: two respondents.

  - SBC: two respondents.

  - In-house: two respondents.

  - UCC: one respondent.

  - GEISCO: one respondent.

  - Ross Systems, MAPS: one respondent.

  - Rapidata: one respondent.

- Two of the users replaced an existing system with Express.

  - One of the systems displaced was Flares on CSC's service.

  - The other was Dartmouth time-sharing.

EXHIBIT 7

CRITERIA WHICH HAD THE MOST IMPORTANT INFLUENCE ON THE USERS' SELECTION OF EXPRESS

CRITERIA	RATING*
Product Capabilities and Features	1.0
Technical Support and Consultation Capabilities	2.1
Salesman Expertise and Support Tymshare or MDS	2.5
Benchmarks	2.7
Demos or Application Templates	3.6
Referral for Similar Applications	3.9
Advertising, Brochures	4.6

*ON A SCALE OF 1 TO 5, WHERE 1 IS MOST IMPORTANT AND 5 IS NOT IMPORTANT

NOTE: 6 RATED TYMSHARE SALESMEN
1 RATED MDS SALESMAN

- Technical support and consultation capabilities are almost as important in the user's buying decision as the product capabilities.

  - In most cases the sale would not have been completed without strong technical support.

  - Many of the users (five) were receiving their first exposure to the use of a computer.

  - They needed and received a lot of expert consultation on how to apply Express to their problem.

  - The user was buying a solution in most cases, not a system.

- Benchmarks received a mixed rating by the users.

  - Tymshare never benchmarked on a cost basis because Express is undoubtedly the most expensive product in the marketplace.

  - Benchmarks designed to show speed in solving a problem often yielded favorable results for Express.

- Users rated demonstration and application templates of little importance in their selection of Express. This was surprising, because the vendors felt that demonstrations were fairly important.

- Users gave very high ratings to all but one of Express's product features, as shown in Exhibit 8.

- Flexibility was the most valued feature discussed.

  - Flexibility in the way a model could be changed rather than in its original design and construction was valued highly.

EXHIBIT 8

IMPORTANCE OF PRODUCT FEATURES OF EXPRESS TO USERS

FEATURE	RATING*
Flexibility	1.0
Modeling and General Computational Power	1.0
Reporting Capabilities	1.3
Ease of Use	1.6
Data Handling Capabilities	1.6
Forecasting, Statistics, Other Special Functions	1.9
Ease of Learning	2.1
Graphics	2.4

*ON A SCALE OF 1 TO 5 WHERE 1 IS MOST IMPORTANT AND 5 IS NOT IMPORTANT

INP
YDN2

- Flexibility was described in terms of building a pyramid. After the pyramid is completed, the user can rotate a single stone in the middle without disturbing the rest of the structure.

- This feature was valued highly because many modeling languages require rebuilding the model from the ground up to incorporate unanticipated changes.

- Modeling and general computational power were noted as highly as flexibility.

  - All the users feel that Express can do anything they desire.

  - None of the users could think of any way to enhance the product in this respect.

- Ease of use was rated above average.

  - Table command was cited as the type of feature users liked.

  - The modeling power of some of the commands combined with their ease of use were frequently praised.

- Security is important to the user, as shown in Exhibit 9, but it is not a determining factor in the purchasing decision.

- Documentation and technical support are extremely important to the user.

  - The product is very complex and requires ample and clear documentation.

  - Nevertheless, the user is still very dependent on good technical support which he does receive from Tymshare.

EXHIBIT 9

IMPORTANCE OF SERVICE TO THE USER PROVIDED BY TYMSHARE AND/OR MDS

SERVICE	RATING* OF VENDOR	
	TYMSHARE	MDS
Security	1.4	1.5
User Documentation, Including Express Documentation	1.5	1.6
Local Sales and Technical Support	1.6	1.6
Consultation and Application Development	1.9	2.3
Training	2.0	2.3
Network Access	2.3	3.0
Cost of Services	3.5	4.5

*ON A SCALE OF 1 TO 5 WHERE 1 IS MOST IMPORTANT AND 5 IS NOT IMPORTANT

NOTE: 7 RATED TYMSHARE
3 RATED MDS

INPU
YDN2F

- It is doubtful that the users could implement their systems without substantial high-quality technical support from the vendor.

- Tymshare will design and construct a model for the client, if required, to make the sale.

  - For major opportunities these services may be provided free.

  - In other cases the DSS group or CAPS will do the job for a fee.

TYMSHARE SUPPORT FROM THE USERS' PERSPECTIVE

- Users' comments are most revealing.
- "Regularly scheduled classes are important to us. Because of turnover we must constantly train new people. Also, some of us occasionally need a refresher course." "Our AC writes Express programs for us."
- "The on-line HELP facility from MDS is terrific. Support from Tymshare is exceptional."
- "We are constantly buying consultation services from MDS."
- "Tymshare provides phenomenal support. Absolutely no problems."
- "Tymshare training is good. We get technical consulting from MDS."
- "We get very little support from Tymshare. We call MDS with technical questions."
- "Responsive and responsible."

USERS' PERCEPTIONS OF EXPRESS PROBLEMS

- Three out of seven users stated they had no problems with Express.
- Three stated that costs were too high.
  - One complained that the product's internals are so complex that it is easy to make a very expensive mistake.
  - Another stated that since everything is in core the cost is very high.
- One user felt that it was a difficult system to learn.
- Users would like to see the product's capabilities partitioned into subsets.
  - Some users feel that they are paying for much more than they need.
  - Other users said that they would like modules to handle special functions such as transaction processing.

DATA BASE USAGE OF EXPRESS USERS

- All the respondents used only internal corporate data.
  - Four of the users entered data from tape or cards run out of in-house systems.
  - Three keyed in the data at the terminal.
- Only one respondent is considering using a proprietary public data base which was Nielsen data.
- Proprietary data bases were not important to any of the respondent users.

OTHER CHARACTERISTICS OF RESPONDENT
EXPRESS USERS

- Three of the respondents had data processing people involved in the use of Express.

  - In six of the installations end users used Express.

  - One respondent had a systems analyst who operated the system for a vice president.

  - Users were typically upper middle managers.

- Five of the respondents had no plans to bring up new applications on Express. Two new applications were really enhancements of the existing application.

- Three of the users have never considered replacing Express with another product or system.

  - The only reason given for considering alternatives was the high cost of Express.

  - In-house development had been considered by two users. One had made a partial conversion.

  - Another was considering Interactive Financial Planning System (IFPS) offered by Execucom Systems in APL.

  - Another was considering buying Express software for use in-house.

VENDORS' PERCEPTIONS OF TYMSHARE'S SUCCESS IN SELLING EXPRESS

- In an overall assessment of Tymshare's success in selling Express, the ex-Tymshare employees who responded to this service generally gave more credit for the success to Tymshare's marketing organization than to the product.

  - Five of the respondents cited Tymshare's marketing as the key reason for success.

  - Two of the respondents gave primary credit for the success to the product.

  - One respondent cited both reasons but favored marketing.

- Reasons for Tymshare's marketing success were stated as follows:

  - "Tymshare people with great expertise were successful."

  - "Sales people who are high caliber. Many with good business backgrounds or MBAs."

  - "Tymshare had a direct emphasis on selling Express. The product received full corporate support. The product manager made it a success with great documentation, frequent road shows to branch offices, promotional material, articles in the employees' newsletters, and generally strong support of field activity."

  - "Tymshare's sales representatives do not sell Express. They sell a solution to a problem, not a tool."

- "The SRs and ACs are trained very well in how to sell Express."

- Although the respondent Tymshare people favored marketing in the success of the product, Express was rated very highly as a product by all of them.

  - All the vendors have had considerable exposure to competitive products.

  - Compared to other products, Express was considered to be virtually unique.

  - The respondents who are with Tymshare's competitors today are all seeking a similar product for their current company. None have found anything comparable.

- The vendors' perceptions of the reasons why users bought Express are shown in Exhibit 10.

  - The reasons and the number of mentions are almost identical to the reasons given by the users.

  - Flexibility, computational power, and ease of use are the key features for which customers bought Express.

  - The ability to address multidimensional problems is a major factor in many sales.

- Respondents mentioned a number of mistakes Tymshare made in selling Express.

  - Presentation of all capabilities of the product made prospects think Express was too complicated for them to use.

EXHIBIT 10

VENDORS' PERCEPTIONS OF REASONS CUSTOMERS BOUGHT EXPRESS

REASON	MENTIONS
• Flexibility	4
• Computational Power	3
• Ease of Use - User Friendly	3
• Comprehensive Capabilities	3
• Multidimensional	1
• Unlimited Number of Variables	1
• High-Level Statistical Analysis - Especially ACCUFOR	2
• FIN MOD	1
• Financial Consolidations Capability	2
• Excellent Graphics Capability	1
• Technical Support and Consultations	2

- Badly negotiated license agreement with MDS provided basis for antagonistic and competitive relationship.

- Initially, Tymshare did not understand the product and its position in the marketplace. It spent a year figuring it out.

- Tymshare has not developed enough marketing material which describes the application of the product to problem resolutions.

- Express is too expensive for many applications.

MARKETING SUPPORT ACTIVITIES FOR EXPRESS

- Tymshare has three or four canned applications in Express.
  - They have not contributed a great deal to the overall success of the product.
  - The utilities and banking industry marketing teams benefited most from canned applications.
- Benchmarks are not provided to the field organization because Express measures up very poorly on cost.
  - Applications cost as much as $2,000 per hour to operate; this kind of cost is not unusual.
  - Benchmarks by independent evaluation have shown that Express can cost as much as 800 times more than competitive products.
- Tymshare has several demonstration models which are very important to selling Express.
  - The demonstrations illustrate well the power, flexibility, and ease of use of the system.
  - Through demonstrations, the vendor is able to show cost savings from sensitivity analysis that more than justify the cost of the system.
  - The most important demonstration is of a financial model of a large multinational corporation with many divisions and products. The model encompasses every financial aspect of the company.

- FOCUS has been vital to the success of Express.
  - FOCUS is used to reduce cost.
  - FOCUS manages the data. Express analyzes the data.
  - A competitive product must have the best attributes of both products.
- The best Express sales representatives have the following characteristics:
  - Financial or accounting background.
  - Solid business background.
  - Knowledge of customer's business.
  - MBA.
  - Ability to sell intangibles.
- Basic training that sales representatives receive in Express is as follows:
  - Study documentation in branch.
  - Do exercises in Express primer.
  - Attend customer training school in Express.
  - Attend corporate training school for products. Two days of intense training. Much of it hands-on experience.
  - Assist in installations in AC role.

- Attend sales school in which extensive role playing in sale of Express takes place.

- Sales people with greatest potential are singled out for more advanced training.

  - They attend a special school operated by the DSS group for two weeks.

  - Intensive training in decision support systems concepts and designs are provided.

  - Training is designed to enable the trainee to function as a senior consultant to the prospect.

  - Express and FOCUS are the tools used to implement the DSS.

- Product managers and technical support personnel provide in-branch training on a regular basis.

- Application consultants receive more in-depth training in Express than do the sales representatives.

- Successful ACs may be promoted to sales.